Summary

Company

Altor-GRC, Inc.

Denison, TX

Contact

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President

Key Information: Reference Links page 19

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Business Summary

Altor^{GRC}'s Data Enclave® Formulary provides Cyber Resiliency thru integration. The data solution(s) architecture PaaS/IaaS offering is agnostic and can be leveraged by any Enterprise. In this case the data architecture will address the Governance, Risk and Compliance (GRC) topic for automation. The base architecture could be leveraged for any back-end data automation; scientific, energy, climate, etc.

In the examination of the GRC automation effort consider: Over the past 80 years there has been an evolution in 1. Audit Accounting Practices and their expanded audit footprint, 2. Industry Standards, Certifications (GRC), 3. Legal Regulation in Data Privacy Laws (DPL) 4. Cybersecurity and Technology Complexity and 5. Business Processes. All have evolved independently; all have been adopted by Enterprises in segmented or silo-ed parts to weave a business delivery for profit/revenue generation. Unfortunately, *each of the five have competed against each other for client budgets resulting in poor outcomes for the Enterprise.* Today Data Privacy Laws (DPL), Cybersecurity and Standards are exponentially driving risk and compliance costs up in each of these topic areas. Yet what if they were integrated?

The Altor^{GRC} Data Enclave® Formulary solution(s) provides seamless, integration of these five topics thru a unique data solution(s) architecture and platform where topics are addressed concurrently and collaboratively. This affords business integrated control, addressing new events through configuration options in each topic area while still leveraging best in class Third Party Risk Management (TPRM). *Our clients experience cost and time reductions of >40%+ over their current, disparate approach.* The Formulary provides for the variability in client standards and certification needs through a Consolidated Risk Framework (CRF) where business drives continuous improvement maintaining solution(s) integrity. The resulting risk reduction in Cyber Resiliency is almost zero. The Enterprise is then able to redirect spend to business side Digital Transformation and emerging edge technologies for IT Modernization such as: Machine Learning, Artificial Intelligence, Transformations, Deep Data Analytics, IoT, Edge Technologies, Hyper-Automation and Hyperconvergence to further expand profits within a predictable budgeted road map. Much of which is built into the Altor^{GRC}'s Data Enclave® Formulary.

Age of Enterprise	Since April 6th, 2020
Legal Structure	Delaware Corporation
Historical Financial Records	Complete
Financial Projections – 5yr Proforma	Complete – available via info@altor-grc.com
Market Assessment	Complete
Competitive Assessment	Complete
Business Plan	Complete

Milestones

Month	Year	Milestone
	2023	Funding Commercial expansion and initiation of Quantum Build
Q4	2023	Demos and TRL8 attainment
Q4	2023	Government Agency Award and Build
Q4	2023	Commercial and Government agency refiling for funding
Q4	2023	Funding Refinements for new Government Agency BAAs aligned to new entites
Q4	2023	Funding search continues
Q3	2023	Additions ID-ed for Enclave Union
June-July	2022	Activate, 6-8mos; either build or build with client engaged
June - Dec	2021-22	Consortium formulation, several companies acting as one enterprise for Altor
June - Dec	2021-22	Funding decisions, UK, UAE, Dublin, Euro Conf., next steps to final pen
June - Dec	2021	Lockheed Martin, Northrup Grummen discussions with final status
May-June	2021	AFWerx AF X21.2 SBIR CSO proposal prep, mentoring, filing, final decisions
May	2021	Lockheed Martin Submittal for Prime sub-contracts
April	2021	Initiation of Recruiting engagement and testing for onboarding
April	2021	Completed staging of partnerships, major vendor contracts

March	2021	Finish Build begins – 4-6mos to early client onboarding – delayed due to funding
March	2021	Funding Complete
February	2021	Funding Terms – partial groups or one funder
February	2021	Funding discussions - Terms Refinements
February	2021	Standards Matrix Refinements
February	2021	Policy, Process, Procedure Refinements
February	2021	Resource identification, Advisors, ramp to onboarding
February	2021	Delivery cost model refinement
January	2021	Commercial plan definition
January	2021	Policy, Process and Procedure – documentation prep for certification filings
January	2021	Early client discussions began
January	2021	Funding Terms Research; Equity and Debt, Convertibles
January	2021	Partnership, Vendor, and other 3rd party requotes – TPRM Refinement
December	2020	CMMC Scored
December	2020	Government Teaming, SBIR engagements
December	2020	Enterprise Policy, Process, Procedure version control
December	2020	Testing, Refinements, SOPs
November	2020	Delivery Refinement
November	2020	Early Engagement Meetings; Commercial Verticals, Government, Grants
November	2020	Request Certification Audits for Attainment
October	2020	Commercial Messaging and CyberTheory Leveraging
October	2020	Lockhart Agreement in Place
October	2020	Due Diligence Complete
October	2020	Ops and Template Enterprise Standup
October	2020	Resource Onboarding Begins
October	2020	Build Completion Begins
October	2020	Funding Complete
September	2020	Process Definition with Evidence Alignment for Certification Requests
September	2020	Second IP Filing for TPRM Expanded Score Begins
September	2020	Cloud standup and Integration Testing DONE
August	2020	Early client adopters Begins
August	2020	Core Vendor Partnerships staged for funding DONE
August	2020	Vendor Research and Vetting DONE
July	2020	Industry Socialization Begins
June	2020	Resource Search Begins
June	2020	Investor Search and Socialization, Began 200626
June	2020	Business Plan Finalization DONE
May	2020	Financial Detail Setup DONE
April	2020	Delaware Corporate Finalization DONE
April	2020	Trademark Filings DONE
March	2020	Haynes and Boone Legal Retention DONE
January	2020	Resource Gathering and Approach Definition DONE
January	2020	Data Solution(s) Architecture Definition and Development DONE
December	2019	Patent Bookmarking AltorGRC Data Enclave® Formulary Begins

| November | 2019 | Concept vetting with ETT.world, Microsoft, and other industry experts DONE |
| July | 2019 | Solution(s) architecture definition of PaaS for on-prem migrations DONE |

Business Model

Business Model

Altor^{GRC}'s Data Enclave® Formulary includes ALL client related standards, data cybersecurity, Data Privacy Laws, TPRM from end point, applications, to integration of data storage. Current data solution(s) architecture models are overly complicated with unknown gaps. Yet due to the Altor^{GRC}'s approach configuration and accountability becomes simplistic. There is a reduction of the average cybersecurity application count from ~>83 to less than 11. This affords Clients the ability to structure and define its own growth road map in a very predictable criteria driven process.

Reference: Third Party article about the topics Altor covers: https://betanews.com/2020/10/20/single-pane-of-glass-cybersecurity-myth/

Specific services offered include Portal Analytic Services for Assessments, Decision making, Gap identification and reduction, Industry reference to best practices, automated Policy generation and client requirements based on the client's specific criteria.

Vendor selection and management through expanded TPRM Matrix, Collaborative Efficient Delivery Management, Managed Professional Services.

Product Offerings: Implementation and Management of the AltorGRC Data Enclave® Formulary or guided implementation where future licensing is afforded.

From Altor^{GRC}'s prior build international payroll automation processing is also available. It is generating revenue commercially, today.

Structure

Altor^{GRC} 's organizational design includes recognizable traditional corporate organizational structures for ease of discussion and Client interface around the Altor^{GRC} delivery of Data Enclave® Formulary solution(s).
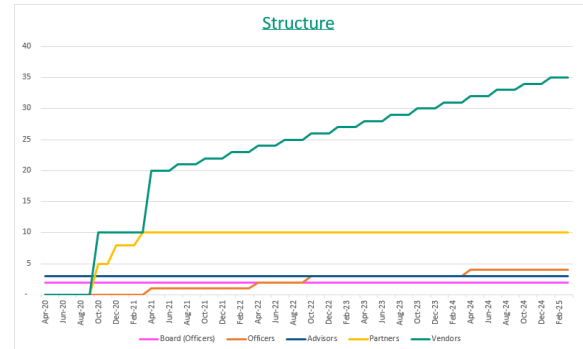
Enterprise Industry Sector	NAICS Code 541512 Computer Design Services

Peer Group Industry Sector	Solution(s) Architecture Response
Board of Director Members	1
Board of Advisors	3 ramping to 8
Vendor Relationships	12 + 23 including Ops
Core Partner Relationships	4 now with expansion to 9

Key Third Parties – Vendors, Partners, Advisors for the Enclave Union

In each of the many topics, Third Parties are in flight. The lists include Data Conversion, Standards Matrix (CRF), MSSP, ITAM, ITSM, SIEM, Non-typical AI-SOAR, NoSQL, Dashboards (IRM, ERM, GRC) ITSM, ITAM, PIR, Advanced AI, Advanced Encryption, Cloud, and many, many others. If it's a topic in today's enterprise it is within AltorGRC's offering.

Completed agreements are staged and ready to move forward post funding.

Reference our website Altor Enclave Union page for updates: https://altor-grc.com

Key Advisors and Strategic Partners

These are and will remain in progress and will be finalized as industry innovations unfold. Today Legal, Commercial, Client Engagement, business operations and Investor relations have been onboarded.

Investors may contact Info@altor-grc.com for any additional discussion or information.

Product/Service/Formulary

General Summary

AltorGRC's Data Enclave® Formulary solution(s) integrates the Enterprise Cyber Resiliency topics; Cybersecurity, Standards, DPLs, Third Party Risk Management (TPRM), GRC as an expanded PaaS/IaaS data solution(s) architecture that was built for the global mobility industry, www.Certino.com   Now any Enterprise business environment may benefit. The AltorGRC solution(s), services, and resources are focused to create material change in the way Enterprises conduct their Cyber Resiliency efforts. The result is a bottom up build driven by data the is integrated **end to end** creating efficient collaboration. Methods, processes, technologies, future implementation, and operations result in a comprehensive encapsulation of Enterprise data within a secure and compliant cloud environment where proactive updates are ongoing.

The solution(s) responds to compliance events in real time or proactive manner. Resolving such gaps proactively or at the time of event versus after significant time has passed, where compliance variances then become evident and material.

Once in place, there is proactive **business controlled** continuous response and remedy to change. This is not *just* data migration or hyperconvergence; it is material cost effective, risk reducing change. Continuous refinement as an integrated DMAIC process is the new way forward.

Reference the recent WEF Paper by Bain and Company, they provide overview of our build via their call to industry.

Altor^{GRC}'s Data Enclave® Formulary may be managed by Altor^{GRC} or handed over to the client. There are many areas of Professional Services covered; GRC Consultation, TPRM, "Ask the Expert", Standards/DPL Matrix, Innovation Uplift Service and the Data Enclave® Formulary - Guided Implementation.

Some clients may choose to begin with the Analytics Portal and move to adoption as their specific roadmap will emerge.

Intellectual Property

Portfolio

Status	U.S. Patents	International Patents	Trademarks	Copyrights
Obtained	0	0	Altor-GRC (1)	Altor-GRC (1)
Obtained	0	0	Data Enclave (1)	
Obtained	0	0	"In the company of others, we do our best work" (1)	
Bookmarks, Trade Secrets	4 in Escrow	0	Altor-GRC Data Enclave Formulary Recent - TPRM Matrix – Crypto Transport	

Altor^{GRC} with the Data Enclave® Formulary will provide a solution(s) voice for the Enterprise in ALL Cyber Resiliency topics. It is expected that in the first round of employee onboarding and advisory roles, selection will be based on criteria that will ensure Altor^{GRC} incubates IP in all delivery workflow/topics. This affords translation of learnings to a path that becomes adopted. Since April 2020, Altor has already book marked the IP for the data formulary build. GRC is one topic, yet many other data sets may leverage other data sets to obtain integrated automation.

As an approach to reduce competition. Altor has conducted IP searches, prepped patent filings where the strategy is to *NOT* file for immediate patent issuance until after client revenue flow is sustainable. This

ensures competition cannot read and improve Altor^{GRC}'s Data Enclave® Formulary thru filing of their own competitive patents (known as improvement patents).   NDAs are required for ALL disclosing communications at this time. GRC is one topic, yet many other data sets may leverage other data sets to obtain integrated automation.

Markets

General Market Description

There is a flood of DPLs on the horizon, new government agencies, changed, expanded Regulations, etc. In addition to EU GDPR, CCPA, NY Shield and Virginia's Consumer Privacy Law there are: India's Personal Data Protection Bill, Dubai International Financial Centre Authority (DIFCA), Saudi Arabian Monetary Authority (SAMA), USA Law, Brazil (LGDP) delayed until 2021, and the UK/US Privacy Shield. It is expected that the USA will issue a Federal DPL at some point. Russia, and other Statutory litigation change the landscape daily. This is already outdated, once build complete the system will even consider litigation outcomes for updates.

If regulations begin to adopt the term 'data fiduciary' in the near future, expect a cultural shift recognizing information as a financially valuable asset. Today this affects the "Data Brokers" and their related business endeavors.

Cybersecurity consequences continue to increase with no expected abatement. The US Government began certification of primes and subcontractors December 1st, 2020 for CMMC based on NIST 800-171. The new Cybersecurity Maturity Model Certification (CMMC) impacts the entire supply chain when working with the US Government. Third parties that fail to become compliant will lose the ability to engage/hold contracts. Altor's build before client engagement is currently scored with the CMMC Level 3. Instead of the confusing manual adoption AltorGRC's approach will fully automate this adoption.

Additional specifications for B2B build are meshed networks and impact on remote workers with remedy starting in June 2021.

Reference Bain and Companies topics on Digital Traceability and the future of the Supply Chain.

Drivers for Adoption

The one major trend that is fundamental and supportive of the AltorGRC strategy and path, specifically, is the gradual and continued transformation of traditional datacenter, on-premises, and processing facilities toward the "Cloud". For purposes of this discussion. the "Cloud" refers to large IaaS/PaaS/SaaS providers where customer organizations can leverage resources with/without physical ownership or direct management of the associated platforms, services, and resources. Yet the increased risks for Cyber Resiliency mount with cost projections in the Trillions of dollars.

Private and Public Cloud spend is on the rise: One out of five Enterprises have more than doubled their public cloud spend in 2018, and 71 percent will grow their public cloud spend more by than 20 percent

year on year. Cost savings are minimal as the migration to the Cloud is a 1 to 1 process not leveraging new architecture or Cyber Resiliency where savings could be expanded.

On average, businesses have 83+ bespoke security applications running with little understanding of where gaps exist or how to structure a remedy for Cyber Resiliency. The security industry is attempting gap reduction by packaging existing industry tools, by silo-ed topics, with nothing in the way of client integrated proactive tool planning to address changing the related liability exposure. These represent more of a Band-aid manual approach with no root cause remedy and no tie back to evidence. Offerings are post event reporting and do not provide proactive preventative changes where fines up to 4% gross revenue and prison could be involved by 2023.   Those offering some proactive notifications are per silo-ed topic rather than system integrated.

The many new market entries have little value if you properly vet the architecture, configuration and integration criteria, most do not know how. Couple this where Onprems are migrated to the cloud. The #1 mistake is that you are now secure: not if improperly architected, configured and integrated leveraging a non-data bottom up build.

Reference Gartner's Consolidated security platform of the future definitions.

The control and management of Data Graveyards represents a reduction in financial burdens. The Formulary also affords the removal of data marts, lakes and warehouses as they are no longer architecturally required or at the very least reduces ALL the associated BIG data spend.

Barriers to Adoption

Change is difficult especially when there are many topics concurrently that must be addressed, humans are resistant to change. New approaches in technology are hampered by human nature and the natural tendency to create fiefdoms, closely held physical assets, desire/control, and resistance to departing from traditional technology methods due to familiarity and survival. Yet the ship is taking on water.

There are new risks associated with PaaS such as Shadow IT and lack of cloud understanding. In the Formulary delivery, this is not a risk as the build configuration and data architecture provide remedy. Other IT security Topics addressed are end users and network mesh evolution along with consideration of ALL enterprise Cyber Resiliency as the outcome.

Market Development Strategy

Marketing Plan: Altor^GRC's Data Enclave® Formulary marketing strategy has several pathways. Referrals from cybersecurity companies as they see their own Clients struggle. Third Parties are components of the formulary yet alone cannot address or win business as a standalone offering.

Today clients now have an E2E solution for their international statutory payroll related to Certino.com have realized benefits in the global mobility industry. Referrals are found from Enterprises from Advisors and

Partners and the Enclave Union members where risk reductions are being considered. There has been an unexpected finding of early clients through the funding process discussions. These are in the insurance, healthcare, banking, verticals, government agencies and many others.

Altor^{GRC} is in the process of defining a 3yr plan with Enclave Union members where certifications, training, branding, event management and messaging leverage advisors from all TPRM vetted industry verticals and the US Government agency standards where they are ambassadors.

In the process of defining partnership agreements, several unexpected benefits have been provided to Altor. These include expanded industry verticals, free security training and certifications and participation in early solution(s) architecture where other vendors find disbelief.

Sales Plan: There are several sales channels for leverage; **Direct Sales** (salespeople and relationships), **Indirect Sales** (VAR's and business relationships, whitelisting), **Databases** (various statutory court filings related to businesses and government filing lists with extensive backlogs). Through the Enclave Union (vendor alliances, partners, security firms, industry standards boards, and research organizations) awareness has been developed. Companies with specific needs are introduced through these channels for Cyber Resiliency risk reduction discussions or found in the court case data lists (litigation for HIPPA is running 10 years in arears). Additionally, **Formal Sales** through industry security and data conferences are viable. Advisors for both Sales and Engagement Management are currently operational headed by our award-winning Commercial Advisor.

Recent industry requests for Diligence Reports for Investment Banks and Merger and Acquisition (M&A) processes will be another source of unexpected revenue. Rather than Sales and Marketing activities requiring expenditures, Altor will receive revenue and opportunities by writing Diligence Reports both pre and post M&A events.

Altor engaged in Open SBIR call proposal filings, the government grant filing process, Subcontractor and Teaming discussions with Primes, Protegee Programs and contract bid process. The inclusion by industry and various government mentors in round tables and other forums has been accelerating and productive.

Last is the government agency contract process where Altor^{GRC}'s first build of multi-country automated payroll processing has no competition. We will bid contract renewals, as here again we have NO competition.

Competition

Altor^{GRC} 's Data Enclave® Formulary does not have direct competition as there is no integrated automated offering as an End to End (E2E) solution(s) for Cyber Resiliency. This would require all five topics to work collaboratively on behalf of a client Enterprise or another ground up venture to emerge such as Altor with data build architecture from the ground up.

However, perceived competition exists in the form of the old, segmented organizations including Accounting Houses, GRC, Migration Cloud Vendors, and Legal Firms. There is disruption in the five topics that requires approach consideration: 1. accounting practices plus audit and their other divisional IT build, 2. standards, certification with GRC, 3. laws with their application, 4. technology with complicated security and 5. business process applications.

Today Data Privacy Laws (DPL)/Cybersecurity are exponentially driving risk and compliance costs up for the Enterprise. The Altor^{GRC} Data Enclave® Formulary within 8 months provides:

> ➢ Fully integrated, end to end, **ALL** Security, GRC Topics from; Endpoint, Network, Data, Application, Asset Mgt, Certifications, SEIM, SOAR, MSG, MSSP, PIR, SCF, ITAM, etc.
> ➢ Reduced audit costs by >40%, year after year
> ➢ Reduced total IT budget by >40% year after year
> ➢ Reduction of the number of DPL/Cybersecurity applications by >90%
> ➢ Reduced Data Breach and Reputation Impact to ~ zero
> ➢ Increase business analytics processing integrity by **removing** data marts, lakes, warehouses with enhanced processing times
> ➢ Is data, application, BI and industry agnostic

Future competition could come from organizations evolving or partnering in the five topics, yet there would be a period of delay for such engagements of 5+ years. The change to each topic is disruptive where collaboration does not today exist due to the evolution of each topic as an industry. The disruption of current Time and Material billing practices seems to be the greatest hindrance. Some have published articles calling this approach "lipstick on the pig".

However, there are Migration Cloud Vendors, as discussed earlier, where standard architecture is utilized without the data solution(s) architecture www.ALTR.com and https://www.agil3tech.com/index.html. These do NOT offer the integrated cost savings, solution(s) architecture innovation, business drivers, or proactive incident controls, rather just migrate servers to a cloud practicing the Onprem model of Cyber Resiliency. Their teams are well credentialed yet only offer migration, for example, to an AWS cloud where over 80% of the 2019 breaches took place.
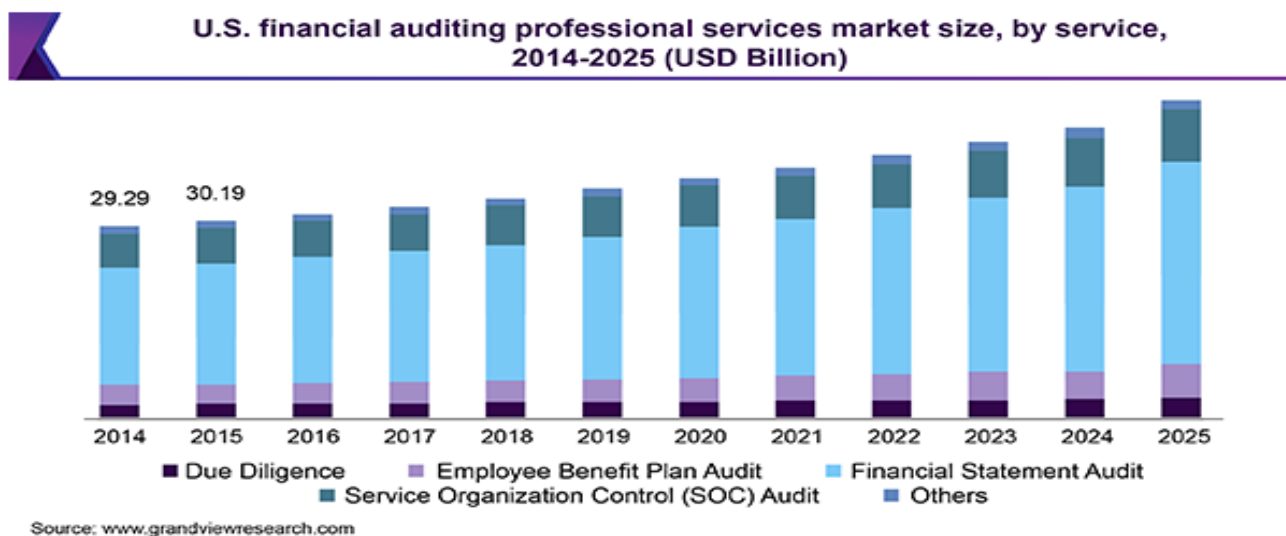
The global Enterprise application or software market is estimated at $229.51b, where this does not consider infrastructure topics. The audit industry by accounting firms covers financial, assurance, advisory

and now are making extensive segmented entry into security and technology audits, yet they are not expert or source for these topics with the reach of USD $190.7b in 2015. They provide only findings via non-accountable advisory contracts billed on Time and Material advisory contracts; accountabilities and legal actions, road maps and remedies are left to the business for definition, and of additional funding. The other consideration for the Enterprise is an accounting firm providing IT build, cybersecurity and DPL build where audit is provided by the same overall entity. Legal updates will find their way to this topic sooner or later. The recent outcome is that enterprises may not be able to afford Cyber Insurance due to premium rise.

Many ask about the Managed Service Providers (MSP) and Managed security Service Providers (MSSP) models. Here again this is time and material billing within advisory contracts with little to no accountability. Altor^{GRC}'s approach minimize both MSP and MSSP required engagements.

A bonus thought is; what if the security training was built into the system? The evidence already is built in…..

U.S. financial auditing professional services market size, by service, 2014-2025 (USD Billion)

29.29   30.19

2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

■ Due Diligence   ■ Employee Benefit Plan Audit   ■ Financial Statement Audit
■ Service Organization Control (SOC) Audit   ■ Others

Source: www.grandviewresearch.com

Management

Existing Management

Position	Name	Status	Expertise	Bio URLs
President, Founder	Cynthia Hennig	Full Time	PMP, Patents, Solution(s) Architecture, Delivery	https://www.linkedin.com/in/hennig/ https://altor-grc.com/member/cynthis-l-hennig/
Strategists, Advisors	Whitley Penn, Swanson Reed	Part Time	Financials, Production, Technology, Infrastructure, GRC, CISSP, Watch for additions	https://altor-grc.com/ecosystem/
Data Wrangler	Michael Byrd	Full Time	Mathematics, Data, API, Integration	https://www.linkedin.com/in/michael-byrd-work314/
Consortium	Enterprise Resources	Full Time	Joint effort of Experts by topic for E2E control	URL coming TBD
Commercial	Trent DiGiulio	Part Time	Branding Content, Marketing, Sales Interfaces	https://altor-grc.com/member/trent-j-digiulio/

Anticipated Staffing Payroll

| Position	R&D	Ops	G&A	Discipline/Topics	Certification/IP/Other
Data (2)		2		API, Code,	Integration, Conversion
Cloud Specialist	1			AWS, Azure, etc.	Multi-cloud, Solution(s) Arch
System Engineer		1		Cloud Performance	Infrastructure Staff
Vendor Mgt	1			Contracts, Procurement	Procurement Certification
Financials Accounting			1	Accounting	
Engagement Mgt	1			Client POC	Advance Team, CISCO
PMP/Scrum	1			Scheduling Automation	PMP
System Admin		1		Cloud Components	Apps, services
Analyst	1			Business Information	Data Analytics
Analyst		1		Systems Information	Application Admin
Client Services (2)		2		POC	Advance Team
Digital Efficiencies (2)	1	1		Workflow Automation	Privacy and Security
Testers (2)	1	1			
Knowledge Mgt (3)	1	2		Client Support	Categorization
Onboard to Full Time					
Cynthia Hennig G&A			1	Innovation	PMP, Advance Team
Data Scientist	1				Advance Team
Workflow Solution(s)s	1				
Admin (2) G&A			2		
Ad Hoc/Partners/Advisors					
Cybersecurity			0.25		
Sales			0.25		
Marketing			0.25		
CPA			0.25		

Financial

Financial Charts: Request 5yr Proforma – info@altor-grc.com

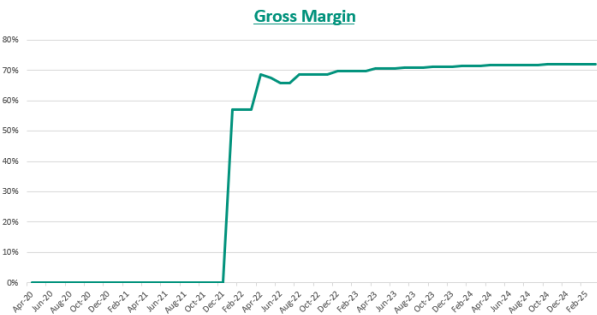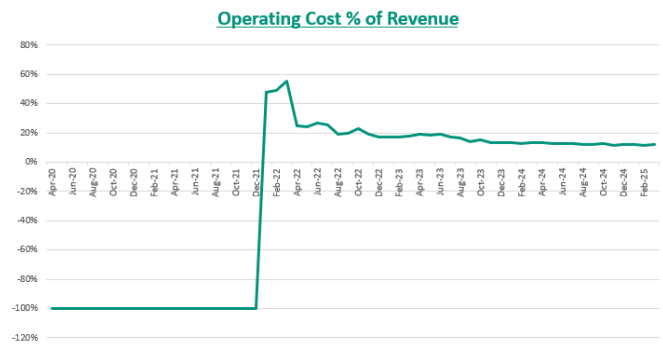### Number of Customers Over Time

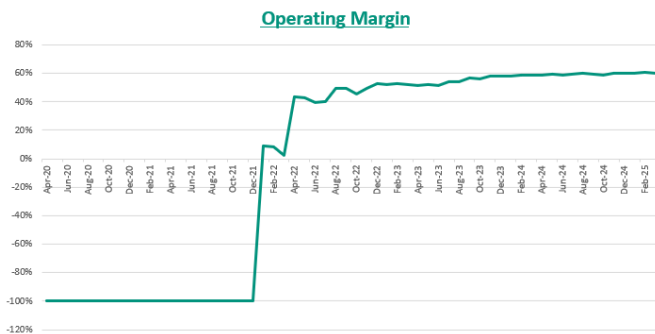### Component Revenue Over Time
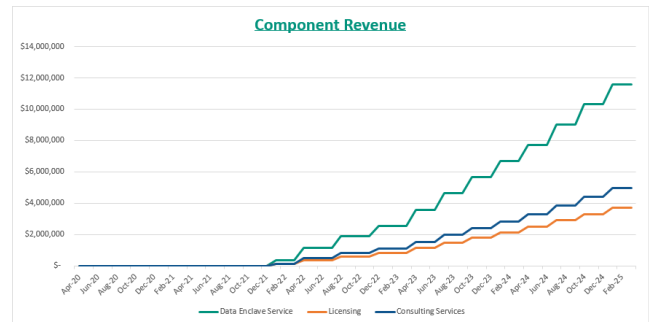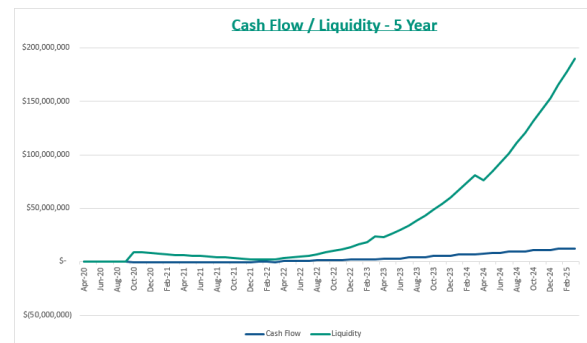

Gross Profit Margins

Operating Costs as a % of Revenue

Operating & Net Profit Margins

Annual Cash flow (CF) & Cash Liquidity (CL)

Income & Cash Flow

Fiscal Year	2021	2022	2023	2024	2025
Revenue:					
Data Enclave™	$ 0	$ 1,161,756	$ 22,718,773	$ 61,960,289	$ 116,175,542
Licensing	$ 0	$ 375,000	$ 7,333,333	$ 20,000,000	$ 37,500,000
Consulting Services	$ 0	$ 496,631	$ 9,711,897	$ 26,486,992	$ 49,663,110
Customer Count	0	3	20	52	90
Average Revenue / Customer	$ –	$ 677,796	$ 1,988,200	$ 2,085,525	$ 2,259,318
Cost Of Services:					
Data Enclave™ & Consulting	$ (0)	$ 827,943	$ 11,804,219	$ 29,716,960	$ 54,354,300
Gross Profit:					
Data Enclave™ & Consulting	$ –	$ 1,205,444	$ 27,959,784	$ 78,730,321	$ 148,984,352
Operating Expenses:					
Sales & Marketing	$ 193,646	$ 733,276	$ 2,508,927	$ 4,964,351	$ 8,321,796
General & Administrative	$ 1,190,763	$ 1,232,096	$ 5,443,158	$ 10,146,476	$ 16,697,905
Compliance & Certifications	$ 1,230,000	$ 460,000	$ 460,000	$ 1,460,000	$ 460,000
Depreciation & Amortization	$ 51,894	$ 393,968	$ 694,596	$ 951,263	$ 1,223,763
Total	$ 2,666,303	$ 2,819,339	$ 9,106,680	$ 17,522,090	$ 26,703,463
Research & Development	$ 675,750	$ 1,850,875	$ 1,062,500	$ 1,062,500	$ 1,062,500
Operating Income	$ (2,666,303)	$ (1,613,895)	$ 18,853,104	$ 61,208,231	$ 122,280,888
Income Tax	$ –	$ –	$ 3,959,152	$ 12,853,728	$ 25,678,987
Net Income	$ (2,666,303)	$ (1,613,895)	$ 14,893,952	$ 48,354,502	$ 96,601,902
Cash Flows:					
Net Changes in Working Capital	$ 10,000,000	$ –	$ –	$ –	$ –
Operating Cash Flow	$ (3,380,159)	$ (4,331,246)	$ 18,485,200	$ 61,096,993	$ 122,442,151
Capital Expenditures	$ 90,000	$ 55,000	$ 110,000	$ 160,000	$ 195,000
Free Cash Flow	$ (3,470,159)	$ (4,386,246)	$ 14,416,048	$ 48,083,265	$ 96,568,164
Capitalization:					
New Equity Investment	$ 10,000,000	$ –	$ –	$ –	$ –
Grant Capital	$ –	$ 250,000	$ 3,000,000	$ –	$ –
New Debt Borrowing	$ –	$ –	$ –	$ –	$ –
Debt Principal Repayments	$ –	$ –	$ –	$ –	$ –
Total Net Capitalization	$ 10,000,000	$ 250,000	$ 3,000,000	$ –	$ –
Cash Liquidity Balance:	$ 6,529,841	$ 2,393,595	$ 19,809,643	$ 67,892,908	$ 164,461,072

Capitalization

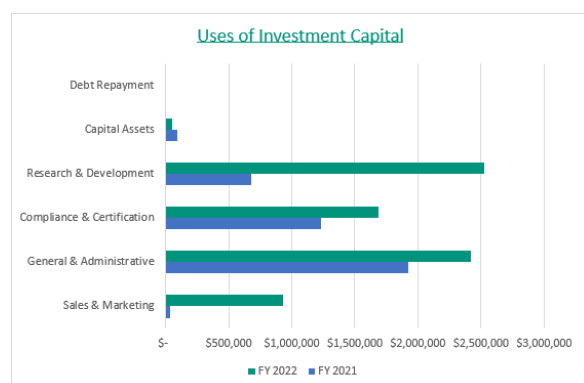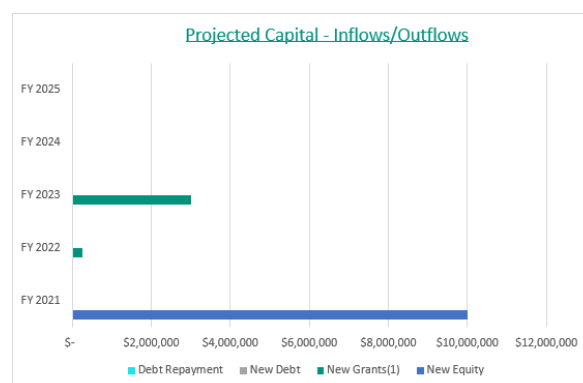## Current Capitalization

Capital Required: $9,500,000 ~$10m USD

Capital Type: Equity or convertible debt

Post-Money Valuation: $35,912,648 starting at 26.5% - equity

Use of Capital Inflow/Outflows

Uses of Investment Capital

Projected Capital –

Projected Capital - Inflows/Outflows

Area of Use	Specific Use	Amount
Research & Development	Product and Service Expansion	$ 2,526,625
Sales & Marketing	Expanded Marketing Efforts	$ 926,922
Compliance & Certification	Product and Service Expansion	$ 1,690,000
General & Administrative	New Employees, Remote Equipment, Licenses	$ 2,422,859
Enterprise Asset Acquisition	End-Point Assets for Production and R&D	$ 145,000

Past Capitalization

| Name	Relationship	Capital Type	Contributed Capital
Cynthia Hennig	Founder	Cash	$ 60,000

Equity Exit Strategies/Debt Type & Duration

Ranking	Equity Exit Strategy/Debt type Desired	Year	Name of Potential Acquirers or Merger Partners
Most Likely	Management Buy-Out	2023	Whitelisting, IPO
Likely	Merger	2024	Coalfire; RPG; Schellman, Others
Least Likely	Acquisition	2025	Price Waterhouse, Deloitte, E&Y

Appendix

Cash Flow / Liquidity - 3 Year
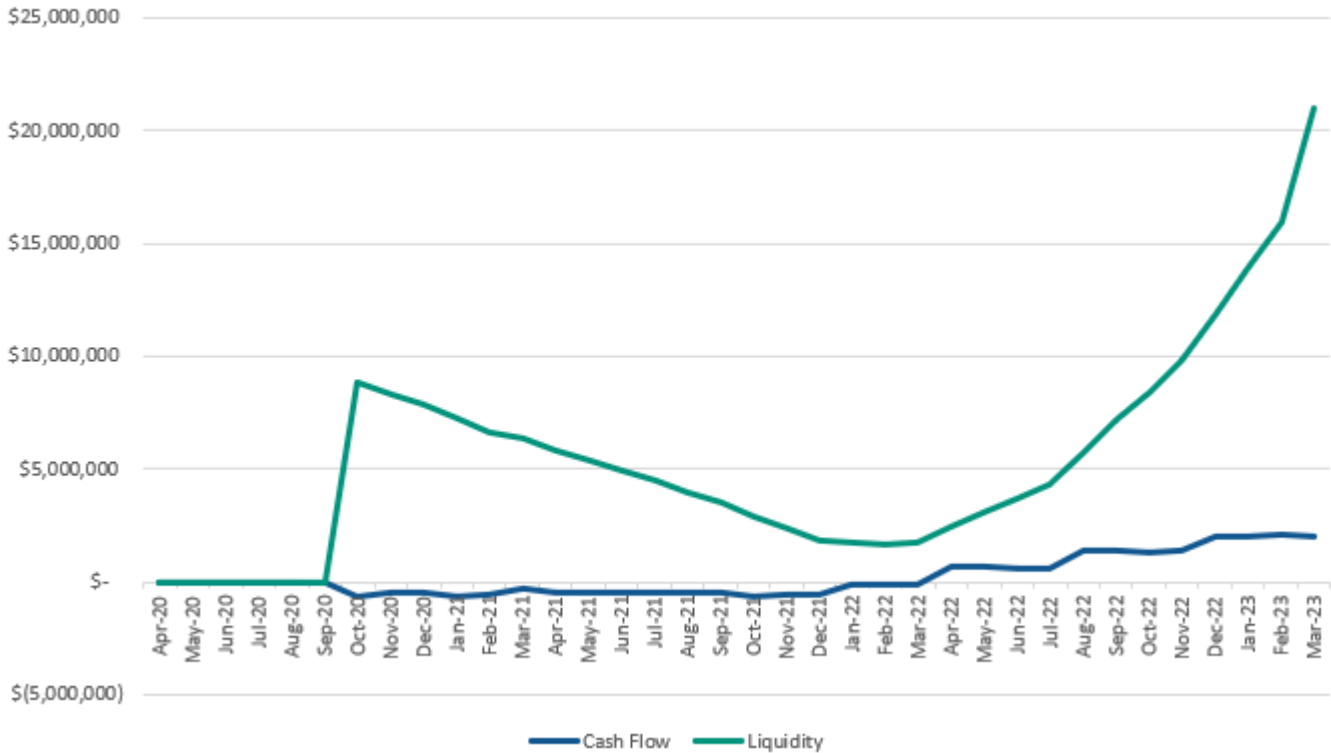
Reference Links

- All Altor information downloads: https://altor-grc.com/downloads/
    - One Page Commercial, Government One Page Capabilities, Evolution Deck, Investor Deck, Business Plan
        - Summary One Page: https://altor-grc.com/project/1p/
        - Business Plan Overview: https://altor-grc.com/project/intro/ – This document
        - Investor Deck: https://altor-grc.com/project/deck/
        - Altor Evolution (History);   https://altor-grc.com/project/evolution/

    - Request the 5yr Proforma: info@altor-grc.com
- Other Information Links:
    - Altor Website: https://altor-grc.com
    - Altor LinkedIn: https://www.linkedin.com/company/altor-grc-inc/

Industry Definition of Altor:

Basic concepts of the Altor solution can be found in recently published articles and books that review the issues and consequences where AltorGRC's Data Enclave® Formulary provides the solution.

- **Third Party Articles:**
    - Altor's build addresses this call to action - WEF - Global CEOs Commit to Collective Action on Cyber Resilience May 25th, 2022: https://www.weforum.org/press/2022/05/global-ceos-commit-to-collective-action-on-cyber-resilience-ffa0ba5f56/
    - Patrick Coughlin, CEO TruSTAR: https://betanews.com/2020/10/20/single-pane-of-glass-cybersecurity-myth/
        - Altor integrates data sources that address this issue.
- **Gartner 2022 Predicts Consolidated Security Platforms are the Future 211201:** https://www.gartner.com/doc/reprints?id=1-28F8N1LT&ct=211213&st=sb
    - Basic concepts of Silo-ed systems where Altor addresses these thru integration and extensive risk reduction thru extreme TPRM vetting.
- Bain Traceability and Supply Chain update 210930: https://www.bain.com/insights/traceability-the-next-supply-chain-revolution/?utm_medium=email&utm_source=mkto&utm_campaign=AT-supply-chain-2021-10-15&utm_term=traceability-the-next-supply-chain-revolution&mkt_tok=NTQ1LU9GVy0wNDQAAAGAI5o0ERmiDfNvw9UQQ7ipDMxheqxIutgVVUV5pQ5d26H3QPxBjgA85l7dTYWoA1j9oywtzlV0NaJSIGCjBofc-yGl5BNrWGj7AN2nEfWDdmx0Ll8
        - Supply Chain points where integration provides the discussed traceability.

- ○ Bain Traceability: Digital update 210930: https://www.bain.com/insights/digital-traceability/?utm_medium=email&utm_source=mkto&utm_campaign=AT-performance-improvement-2021-09-24&utm_term=digital-traceability&mkt_tok=NTQ1LU9GVy0wNDQAAAF_twaJdYAW3B1K0ghXifOZmo1Kx6OMSDTTLVEHSvJC4-eolrqOpxuE3UBsnV9oTWABf90vkW5BaWyw-eghidh562AfrZ6pJjXAk82U4w1nqFOGI64
    - The WEF paper presentation that outlines Bain's call to action where Altor has been building for 5yrs.
- ○ **Books:**
    - "Data-Centric Revolution: Restoring Sanity to Enterprise Information Systems" - Dave McComb ISBN 9781634625401
    - "Software Wasteland: How the Application-Centric Mindset is Hobbling the Enterprise" -Dave McComb, ISBN 9781634623162
- ○ **Founder Related Information:**
    - https://www.linkedin.com/in/hennig/
    - https://altor-grc.com/member/cynthia-l-hennig/

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All Downloads:	https://altor-grc.com/downloads/
Summary One Page:	https://altor-grc.com/project/1p/
Business Plan Overview:	https://altor-grc.com/project/intro/ – This document
Investor Deck:	https://altor-grc.com/project/deck/
Altor Evolution (History);	https://altor-grc.com/project/evolution/

Title	Expanded	Definition
AI	Artificial Intelligence	**Artificial intelligence** (**AI**), sometimes called **machine intelligence**, is intelligence demonstrated by machines, unlike the **natural intelligence** displayed by humans and animals. Leading AI textbooks define the field as the study of "intelligent agents": any device that perceives its environment and takes actions that maximize its chance of successfully achieving its goals.[1] Colloquially, the term "artificial intelligence" is often used to describe machines (or computers) that mimic "cognitive" functions that humans associate with the human mind, such as "learning" and "problem solving".[2]
BI	Business Intelligence	Business intelligence (BI) comprises the strategies and technologies used by Enterprises for the data analysis of business information. … BI technologies can handle large amounts of structured and sometimes unstructured data to help identify, develop, and otherwise create new strategic business opportunities.
CSF	Consolidated Security Framework	Tooling or application that affords build/configure once for many stds and certifications to be filed and obtained vs single build approach. HITRUST is an example but only one of many. Some have additional automations or focused deliveries; process, business, tech, etc. Based on SCF.org (security consolidated framework)
DMAIC	Define, Measure, Analyze, Improve, Control	Define, measure, analyze, improve, and control (DMAIC) is a data-driven quality strategy used to improve processes. The letters in the acronym represent the five phases that make up the process, including the tools to use to complete those phases. It is an integral part of a **Six Sigma initiative**, but in general can be implemented as a standalone quality improvement procedure or as part of other process improvement initiatives such as lean.
DPL	Data Privacy Laws	Laws that result in fines from data miss handling to a specific standard; EU DGPR, CCPA, etc. Industry Acronym for a group of laws by country, state, other statutory jurisdiction.
DR	Disaster Recovery	**Disaster recovery** is the process of resuming normal operations following a **disaster** by regaining access to data, hardware, software, networking equipment, power and connectivity.

ET	Edge Technologies	**Edge** computing is a distributed, open IT architecture that features decentralized processing power, enabling mobile computing and Internet of Things (IoT) **technologies**. In **edge** computing, data is processed by the device itself or by a local computer or server, rather than being transmitted to a data center.
EDR	End-point Detection and Response	Endpoint Detection & Response solution(s)s are designed to detect and respond to endpoint anomalies. EDR solution(s)s are not designed to replace IDPS solution(s)s or firewalls but extend their functionality by providing in-depth endpoint visibility and analysis. EDR uses different datasets, which facilitates advanced correlations and detection.
EP	End Point	An endpoint is a remote computing device that communicates back and forth with a network to which it is connected. Examples of endpoints include: Desktops, cell phones and other access devices.
ERM	Enterprise Risk Management	**Enterprise risk management** (**ERM**) is a plan-based business strategy that aims to identify, assess, and prepare for any dangers, hazards, and other potentials for disaster—both physical and figurative—that may interfere with an organization's operations and objectives. ... Companies have been managing risk for years.
GRC	Governance, Risk Management, & Compliance	GRC is the industry terminology - Governance, risk and compliance (GRC) refers to a strategy for managing an organization's overall governance, Enterprise risk management and compliance with regulations.
IoT	Internet of Things	The Internet of things (IoT) is a system of interrelated computing devices, mechanical and digital machines provided with unique identifiers (UIDs) and the ability to transfer data over a network without requiring human-to-human or human-to-computer interaction.
IPM	Integrated Performance monitoring	IPM. Integrated Performance Monitoring (computing) IPM. Impressions Per Minute. At Altor in conjunction with R&R, SCF, SOAR in the control of systems and end points.
IRM	Information Rights Management	Information rights management (IRM) is a subset of digital rights management (DRM). This means that information and its control can now be separately created, viewed, edited and distributed. A true IRM system is typically used to protect information in a business-to-business model, such as financial data, intellectual property and executive communications. IRM currently applies mainly to documents and emails.

ITAM	Information Technology Asset Management	IT asset management (ITAM) comprises practices and strategies for overseeing, managing and optimizing company-owned IT systems, hardware, processes and data. In the case of Altor includes Roles and Responsibilities.
ITSM	Information Technology Service Management	**IT service management** (ITSM) is a concept that enables an organization to maximize business value from the use of information technology.
MSSP	Managed Security Services Provider	Provides outsourced monitoring and management of security devices and systems. Common services include managed firewall, intrusion detection, virtual private network, vulnerability scanning and anti-viral services.
NSG	Network Services Group	Meaning. **NSG**. Network Services Group (various locations) **NSG**. Network Services Gateway (various companies)
PIR	Privacy Incident Response	**Incident response** is a term used to describe the process by which an organization handles a data **breach** or cyberattack, including the way the organization attempts to manage the consequences of the attack or **breach** (the "**incident**").
on-prem	On-premises	On-premises software (commonly misstated as on-premise, and alternatively abbreviated "on-prem") is installed and runs on computers on the premises of the person or organization using the software, rather than at a remote facility such as a server farm or cloud.
R&R	Roles and Responsibilities	Roles refer to one's position on a team. Responsibilities refer to the tasks and duties of their particular role or job description. Employees are held accountable for completing a number of tasks in the workplace. At Altor this includes Permissions, Access, Security.
SIEM	Security Incident & Event Management	In the field of computer security, security information and event management (SIEM), software products and services combine security information management (SIM) and security event management (SEM). They provide real-time analysis of security alerts generated by applications and network hardware.

SOAR	Security Orchestration, Automation and Response	SOAR is a solution(s) stack of compatible software programs that allow an organization to collect data about security threats from multiple sources and respond to low-level security events without human assistance. The goal of using a SOAR stack is to improve the efficiency of physical and digital security operations. The term, which was coined by the research firm Gartner, can be applied to compatible products and services that help define, prioritize, standardize, and automate incident response functions.
TPRM	Third Party Risk Management	The long standing TPRM framework is NOT sufficient to address today's current cyber and privacy risks. Altor cross references standards, data privacy laws, all cyber risks along with vendor history to fully vet any 3rd party vendors before engagement. Additionally, solution(s) architecture is reviewed to insure fully integrated end to end coverage so that gaps do NOT exist in the final solution(s).